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ABSTRACT

This report details the plans and procedures developed by the Task Force on Management Development at Bucks County Community College, as well as the activities which resulted from that planning. The report begins by stating the charge of the Task Force, and the time frame during which the long- and short-term goals of management development could be met. Next, the model used by the Task Force is outlined, emphasizing the target population, the processes used, and the time line for each of seven steps: (1) gaining institutional commitment through participation of those to be affected by the program, (2) identifying organizational needs, (3) identifying short-term needs of persons in various levels of management, (4) setting goals for the program, (5) designing action plans to fulfill stated goals, (6) implementation, and (7) evaluation. The report then describes the seminars and workshops conducted during 1976 which were related specifically to the needs expressed by administrative personnel and the reviews they received. The report is appended by a description of the activities planned in the areas of time management, budgeting, styles of management, goals and objectives, interviewing, performance review, and interregnum, as well as a program evaluation form. (AYC)

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MANAGEMENT DEVELOPMENT:

A Model

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Paper presented at the Northwest Regional Conference
of the
National Council for Staff, Program and Organizational Development

1978

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MANAGEMENT DEVELOPMENT: A MODEL

INTRODUCTION

During the mid 1970's a series of forces began to impact community colleges as they moved out of their infancy and childhood into the early adult years. One of the more pronounced indications of this maturing was in the area of a rapidly approaching steady state in staff personnel. Yet the students were changing and there were other challenges yet unknown that lay ahead. At Bucks County Community College these forces and others resulted in the President asking four administrators to form a Task Force on Management Development to consider the needs of and recommend directions for management development within Bucks County Community College. The four administrators responding to this call were Dr. Harry L. Moore, Chairman of the Behavioral and Professional Science Department; Mr. John Bradley, Director of Library Services; Mr. Richard Kratz, Director of Admissions and Records; and Mr. George Little, Director of Finance and Planning.

The process followed by that group and subsequent augmented Task Force on Management Development is worth noting in detail for possible use by other institutions. The following report details the activities and processes developed during the first year of that task force and the activities that resulted from that planning. While all institutions will have particular needs that must be addressed in their own staff development programs, the following procedure presents a model that is worth reviewing since it has application not only in the area of staff development but also in any process or plan that needs the involvement of individuals who would be affected by the outcomes of that process.

CLARIFICATION OF CHARGE

The task force initially set out to clarify the charge so that future activities would flow in a direction consistent with the wish of the President as well as other administrators at the College. Statements were drawn up and reacted to and over a period of two to three months the following charges were clarified and adopted by the President to direct the activities of the task force:

1. To ascertain the developmental needs of administrative staff as related to institutional goals;

2. To recommend alternatives including times/costs/process that resolve these needs;

3. To recommend in priority order the above alternatives; develop short/long-term strategies regarding these alternatives;

4. To develop awareness of and recommend long-range strategies that may lead to the implementation of such management efforts as MBO;

5. To develop a process whereby recommendations and plans may be reviewed on an ongoing basis.

Overriding this charge was the agreed upon goal of management development at Bucks County Community College: To plan and institute a management development strategy that will increase the effectiveness and efficiency of management processes, including the functions of planning, projecting, implementing, and evaluating.

At the outset it was recognized that the needs identified by administrative personnel could take anywhere from one week to three or four years to be met. The task force set aside a time frame by which the short-term needs would be addressed in the first four to six months of the task force development. The intermediate and long-term needs would be more carefully defined and planned for during this time and would provide the major direction for the subsequent twelve to eighteen months. This recognition of short and intermediate/long-term needs allowed for a activity to be developing over the course of the next eighteen to twenty-four months.

THE MODEL

A model is one way of expressing a comprehensive plan. The model the task force used includes the following components:

I. COMMITMENTS: This is the process by which those who will be affected by the plan will have an opportunity to give information, share in the revision of the plan, and affirm personal commitment to the plan. . . . . p. 4

II. IDENTIFYING ORGANIZATIONAL NEEDS: Though it is often difficult to separate personal and organizational needs and deficiencies, the focus here is on the organization. Such needs will be described and plans laid for the resolution of such needs. . . . . p. 5

III. IDENTIFYING INDIVIDUAL NEEDS: The short term needs of persons in and across various levels of management will be solicited. Plans will be laid to meet identified needs. The task force will assist in gathering data and setting goals. . . . . p. 6

IV. SETTING GOALS: In the above sections, NEEDS are assumed to be synonymous with deficiencies or discrepancies that exist with persons or within the organization. Goal setting is the process of stating in specific ways, the desired outcome of a planned effort. Persons individually and within organizational strata will be involved in goal setting processes. . . . . p. 7

V. ACTION PLANS: An action plan is a specific involvement designed to fulfill a stated goal. In short, it is the program of action. Such plans will be identified and shown in priority order with time/cost factors clearly indicated. . . . . p. 8

VI. IMPLEMENTATION: A plan for action must show clearly the lines of responsibility for implementation. At times we will draw upon resources from within the organization. At other times, outside resources will be needed. The implementation will also show a time line and cost factors. . . . p. 9

VII. EVALUATION: Setting a goal in response to a need is important! Implementing a plan of action cannot be overlooked. Knowing whether you achieved your intended purpose is the function of evaluation. Evaluation is seen as both short and long-range. It should encompass both the planned events and the total process. . . . . p. 10

I. COMMITMENT:

The persons and/or groups need to be involved in making commitments to the strategy:

A. The President - at every step in the planning and implementation, the president will be consulted, his "input" will be incorporated into the plan, and the needed revisions and adjustments made.

B. The Task Group - to affirm the commitments of purpose, time, and energy for the development of the plan.

C. Chief Administrative Officers - at the president's initiative and direction, involve administrative personnel in commitments to the plan.

D. Department Chairpersons - affirm and give "input" regarding the plan. Gain support and involvement.

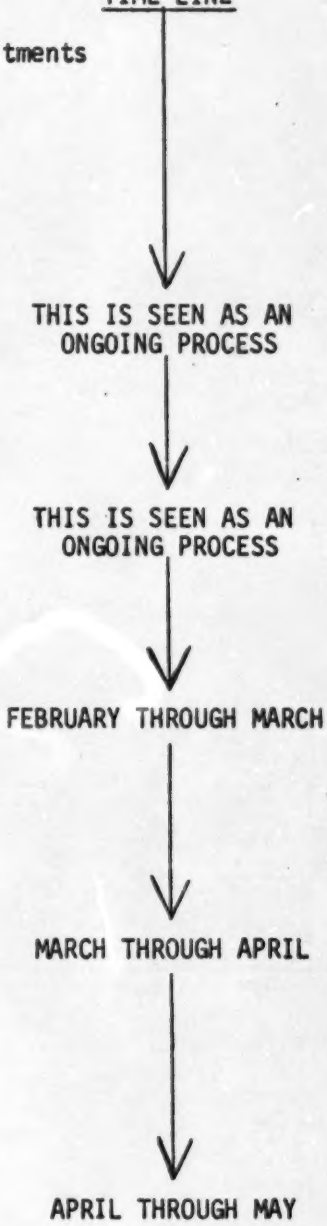
Supervisors and Directors - to seek "input" and communicate intent of the plan.

E. Board of Trustees Relationships - meet informally with trustees and/or selected committee members to discuss the plan.

The president reports to the board of trustees for information.

Board of trustees concurrence on budget needs for 1977 budget.

TIME LINE


THIS IS SEEN AS AN ONGOING PROCESS
THIS IS SEEN AS AN ONGOING PROCESS
FEBRUARY THROUGH MARCH
MARCH THROUGH APRIL
APRIL THROUGH MAY

II. IDENTIFYING ORGANIZATION NEEDS

PERSONS	PROCESSES	TIME LINE
Focus on persons across the administration to identify short-term organizational concerns. Also, focus on persons in similar functional levels such as department chairpersons, other staff.	Use an open-ended data collection instrument in conjunction with assessing organizational needs. The basic question might be, "If you were a consultant called in by this organization to plan changes, what specific organizational changes would you recommend? In what priority order would they appear."	Plan and implement one or more event before May 30th. After February/ March commitments, move with data collection and collation.
Same as above but focuses on long-term needs and plans.	Develop a structured list of areas of need for rating. This may grow out of but not be limited to the above.	May through September 1976. Be ready to move with the onset of the Fall 1976 Semester.

Both of the above processes might be done concurrently with the processes for PERSONAL NEEDS INDENTIFICATION. Where there are obvious differences between personal and organizational needs these will be reflected in goals, action plans, and implementations.

Attention will be given to the "commitment" process noted on page 4 at each step of the plan. Major plans and changes will be reported at each step to assure participation and control at all levels.

III. IDENTIFYING INDIVIDUAL NEEDS:

PERSONS	PROCESSES	TIME LINE
This will focus on persons across administration levels and assess essential short-term needs.	A one page structured list of specific needs will be developed and administered to all administration personnel. Items for the list will be derived from former administrative work sessions, management development materials, known needs as expressed by persons, and any other viable source. Check out possible use of computer collation of the items and the data received.	Between February 15 and March 15 create assessment instrument and be ready to distribute immediately after commitments have been affirmed.
Assess long-term needs of the same persons and develop a long-term strategy.	Use data collected above and/or from above sources.	May 1976 through September 1976 using the summer months to lay out the plan.

Attention will be given to the "commitment" process noted on page 4 at each step of the plan. Major plans and changes will be reported at each step to assure participation and control at all levels.

IV. SETTING GOALS:

	PERSONS	PROCESSES	TIME LINE
SHORT-RANGE	Task force collates data and identifies with "self-interest" groups those who will help with need identification and goal setting processes.	Collate data and identify needs for/or with persons/groups where "self-interest" is clear.	First week of March 1976.
	Augment task group with other persons as noted above to set goals and gain commitment from groups/persons who will be involved in planned events.	Dialogue with groups or persons involved to gain commitment and involvement in planned events.	Early March 1976
INTERMEDIATE RANGE	All staff involved in discussion of management development systems.	Involve outside consultant or in-house persons to lead a series of "information sessions" about management models, alternate approaches variations on the MBO theme and the like. The above may be done in small groups with the opportunity for developing staff rapport and candid discussion.	This will take place during the last week of May 1976.
LONG-RANGE	Either augment the task force or develop an across administration group to implement long-range process.	Group begin to focus serious discussion on the topic of "What would you like to have happen in management development?" Develop model, lay out the plan, get commitments, set goals, etc.	May through September 1976.

V. ACTION PLANS:

PERSONS	PROCESSES	TIME LINE	COST FACTORS
Persons and/or groups identified out of the March data analysis.	Seminars Workshops Clinics Information Sessions Discussions Interactions Probably under the leadership of outside personnel.	April-May 1976 for short-term needs fulfilled.	Outside leadership will cost from $100 to $200 a day per person involved.
Augmented task force meets to develop a plan of action: identify needs, set goals, derive action plans, plan implementation, evaluate.	President appoints group in May and group meets through the summer.	May through August 1976	
	Long-range plans checked through the system to affirm long-range plans for action.	September 1976	
	Affirm priorities and impact. Look at dollars, plans, resources, and affirm direction.		Affirm 1977 budget needs and gain Board commitment and approval.

VI. IMPLEMENTATION:

1.	President appoints task force.	Charges task group to draw up plan.	December 1975	To develop a strategy for management development.
2.	President Administrative Staff Department Chairpersons Board of Trustees	Gain input on and commitment.	February 1976 but also an an ongoing process	To affirm and gain ownership and support of the strategy.
3.	Task force responsible for strategy.	Task group meets weekly to draw up strategy	February 17 and forward	To identify individual and organizational needs and to develop supportive strategy to meet both long and short-term needs.
4.	Augmented task group appointed by the president.	Augmented task group meets weekly to draw up long-range plan.	May through August 1976	To identify plan for meeting the the intermediate and long-range needs of management.
5.	Present task force	Meet to develop short-range goals and plans.	March through May 1976	Develop action plans; evaluate and revise strategy.
	Augmented task force	Meet to develop long-range goals and plans.	May through September 1976	(Same as above)
6.	Present task force	Review action plans implemented.	March through May 1976	To assess whether goals as stated and plans as implemented are "on target".
	Augmented task force	Review strategy in light of experiences.	September 1976 and forward	

VII. EVALUATION:

PERSONS	PROCESSES	TIME LINE
President, Board of Trustees, Administrative Staff, Department Chairpersons, Directors, Supervisors.	Evaluation is seen as a process that will assess the effectiveness of events as planned; it will also critique the plan as a vehicle through which the events are planned.	Evaluations will occur after every action plan has been implemented; the task force will also continually review the strategy in light of goals and outcomes. This is seen as a circular and continual process.

RESULTS

A series of seminars/workshops were conducted during 1976 (see Appendix A) that related specifically to the needs expressed by staff personnel in the needs assessment. Evaluations were done on each of the presentations and they overwhelmingly indicated support and appreciation for the activity planned. Only one of the proposed activities in Appendix A did not take place, that being the Interregnum scheduled for January 1977. In addition to the schedule activities it should be noted that primarily as a result of the work of the Task Force on Management Development the administrative staff held the first Christmas Party by this group of employees in several years at Bucks County Community College. This was generally viewed as a very favorable response to the growth of cooperation by administrators and the feeling of comradery that had developed through this process. During the Spring of 1977 an additional workshop was held on the topic of Communications which had been a topic identified by both staff personnel as well as the prior Middle States evaluation report as an area for work at this institution.

In one sense the Task Force on Management Development was a success. The model that was developed had been utilized and augmented task force had developed particular activities and plans that met the identified needs of administrative personnel. In addition, the total cost of the activities indicated in Appendix A as well as the Communications Workshop totaled only $3,183.71. This is a bargain by anyone's yardstick.

An additional outgrowth of the Task Force on Management Development's work was the growth of a planning process that coordinated college-wide, departmental, and administrative position priorities during a budget year with the allocation of financial resources in the budget. This process will be described in more detail in a future paper, but it must be noted that it did grow out of the activities of the Task Force on Management Development.

At the end of the activities described in Appendix A as well as the Communications Workshop, a complete evaluation of the Task Force on Management Development's work was performed (see Appendix B). Results from that survey were forwarded to the President for his assessment and decision regarding the future activities in management development at this college.

Paper presented at Northeast Regional Conference of
National Council for Staff, Program and Organizational Development

STEPS FORWARD ....

IN

MANAGEMENT

DEVELOPMENT

BUCKS COUNTY COMMUNITY COLLEGE
TASK FORCE ON MANAGEMENT DEVELOPMENT

THE PRESIDENT'S MESSAGE

In December of 1975, I appointed a study group to draw up topics and/or problems and questions that might serve as an agendum for a series of workshops designed to increase management skills. This they accomplished, and in February of 1976 the study group presented A Plan for Management Development to make out management techniques more effective. This plan, with suggested revisions, was accepted by the College's administrative staff. The study group was augmented and became the Task Force on Management Development as outlined in the strategy plan (pg. 9). This group has been hard at work since May of this year planning for seminars and workshops dealing with those areas deemed important in developing an effective management team. As outlined in the master plan, the TFMD was to develop a plan of action, identify needs, set goals, plan implementation, and evaluate. This is, and will continue to be, an ongoing process involving commitment and participation of all segments of the campus community and the Board of Trustees. We are attempting to develop a common sense system of management whereby the needs of the institution and the individual are met.

The idea of an ongoing management development program came from the Task Force group, and since there was a need expressed for more overall effective management, I encourage your commitment and cooperative participation in this process.

Charles E. Rollins

TASK FORCE ON MANAGEMENT DEVELOPMENT

G. J. Benner
John Blady
John Bradley
Jim Chewning
John Edmonds
Harold McDonald
Harry Moore
Oke O'Connell
John Schweizer
Ginny Thomson

THE IDEA OF ..... MANAGEMENT DEVELOPMENT

There are numerous styles of management and plans for management development; management by exception or management by crisis to management by objectives. Our idea of management development is to formulate a plan for management that

is ultimately our own, one that has been created by us, the College community, and will work for us rather than a pre-packaged management plan.

Management development has many facets: communication, styles of management, institutional goals and objectives, evaluation and performance appraisals, and long-range planning. Our idea of management development is to provide for the needs expressed by the College community and assist in the development of a management plan to meet these needs. We also believe that as our Task Force is in the process of planning the various informational seminars and work sessions, our plans will remain open to change. Ultimately we are seeking a commor sense management plan that will allow for planned change.

TIME MANAGEMENT

July 21, 1976

A three-hour presentation by Spence Everhardt, Executive Secretary of the Administrative Managemetn Society, designed to give participants ideas and suggestions on how to maximize their expenditure of time. The seminar is open to all administrators.

BUDGETING

August 24, 1976

A three-hour presentation for budget center heads presented by President Rollins, Dean Hall, Mr. George Little, and Mr. Robert Murphy, designed to develop better communication between those who generate budget expenditures, those who generate income projections, and thos who approve/disapprove budget expenditure requests. Dr. Ray Bernabei, Organization Consultant, will moderate this panel discussion.

STYLES OF MANAGEMENT

September 10, 1976

A three-hour presentation open to all administrators designed to provide an informational base on styles of management including communication, delegation, and decision making. Dr. Jack Mahon, Assistant to the President for Research and Planning,will conduct the session.

GOALS AND OBJECTIVES

September 22, 1976

A three-hour presentation open to all administrators designed to develop an understanding of a stydle of management that utilizes goals and objectives for planning, organizing, directing, motivating, and controlling. Dr. Sanford Temkin, Directo of Development, Research for Better Schools, Inc., will lead this session.

INTERVIEWING

October 6-7, 1976

A three-hour presentation open to all administrators designed to improve skills in employment and employee interviews with emphases on non-discrimination and discipline problems. Dr. John Edmonds, Personnel Administrator, and Mr.

Donald Regan, Assistant to the President for Employee Relations, will lead the presentation.

GOALS AND OBJECTIVES

November 1976

An all-day session for all administrators designed to further the process for formulating and implementing institutional, departmental, and individual goals. Administrative units will meet in work sessions formulated by function. Dr. Ray Bernabei, Organization Consultant, will lead the session.

PERFORMANCE REVIEW

December 1976

A four-hour presentation open to all administrators designed to improve skills in evaluating and coaching in superior/subordinate relationships. Session leader to be announced.

INTERREGNUM

January 1977

A weekend session open to all administrators and trustees designed to develop support and confidence in persons within organizations and to increase effective communication.

TASK FORCE ON MANAGEMENT DEVELOPMENT
OFFICE OF THE PRESIDENT
BUCKS COUNTY COMMUNITY COLLEGE
May, 1977

TO:

FROM: Task Force on Management Development

RE: Evaluation of the TFMD's Work to-date and Directions for the Future

The Task Force on Management Development has been operating at Bucks County Community College for two (2) years. It has attempted to offer programs that you indicated were needed and in doing so, did utilize institutional resources in the form of budgeted monies and personnel time. The TFMD has also prompted other activities to start such as the Management Planning Process.

You are the best judge of the effectiveness of the TFMD to-date. You are also the best source of advice for developing areas for re-newed or new efforts.

Please take a few minutes of your time to complete the following items and forward these to Jack Mahon, HICKS -- Room 207 by Friday, May 13.

EVALUATION of PRIOR PROGRAMS

The following sessions were held over the past year. Even though you probably did evaluate these programs immediately after they were held, we are interested in your retrospective view of these sessions. Please indicate if that Program was or was not a valuable use of your time and what was the primary factor causing the Program to succeed or fail in your eyes.

I. TIME MANAGEMENT (Spence Everhardt) _____ was a valuabe use of my time _____ was not a valuable use of my time

because:_____

_____

_____

_____

II. BUDGETING (Rollins, Hall, Little, Murphy) _____ was a valuable use of my time _____ was not a valuable use of my time

because:_____

_____

_____

_____

III. STYLES OF MANAGEMENT (Mahon) _____ was a valuable use of my time _____ was not a valuable use of my time

III. STYLES OF MANAGEMENT (continued)

because: _____

_____

_____

_____

IV. GOALS AND OBJECTIVES (Sanford Temkin) _____ was a valuable use of my time _____ was not a valuable use of my time

because: _____

_____

_____

_____

V. INTERVIEWING (Edmonds, Regan, Thomson, Mahon) _____ was a valuable use of my time _____ was not a valuable use of my time

because: _____

_____

_____

_____

VI. PERFORMANCE REVIEW (E. Greenfield) _____ was a valuable use of my time _____ was not a valuable use of my time

because: _____

_____

_____

_____

VII. COACHING: SUPERVISORY TECHNIQUES (Edmonds) _____ was a valuable use of my time _____ was not a valuable use of my time

because: _____

_____

_____

_____

VIII. COMMUNICATIONS (N. Turner, H. Friend, M. L. Jacoby) _____ was a valuable use of my time _____ was not a valuable use of my time

because: _____

_____

_____

_____

Which, if any, of the above topics should be repeated and what should take place in that program(s) to be of value and benefit for you.

DIRECTIONS FOR FUTURE EFFORTS

What topics do you feel should be covered in the next two (2) years by the TFMD and briefly describe what should take place in that session(s)?

Are you willing to serve on an ad-hoc planning group(s) that will plan and implement individual programs for any of the topics that you feel should be repeated or new topics that should be covered in the next two (2) years?

_____ Yes _____ No

If yes, which topics:

Are you willing to serve as a member of the TFMD for the next two (2) years to guide its overall direction and programs? The time commitment typically involves weekly meetings over that two (2) year period.

_____ Yes _____ No

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